

DoD Worldwide HR Conference



Defense Civilian Intelligence Personnel System (DCIPS)

July 2009

What a year it's been...

In this session we will start with:

- ☐ *Review DCIPS*
- ☐ *Provide updates from last year*
- ☐ *Discuss successes and challenges*

And move on to Open Discussion:

- ☐ *Anything else about DCIPS you want to discuss*
- ☐ *How we can help HR Professionals when working with DCIPS employees or positions*

DCIPS Overview

- DCIPS Performance Management and DCIPS Pay Bands (aka “DCIPS”) incorporate all civilians within the Defense Intelligence Enterprise under a single, performance-based, mission-focused management system that furthers the goals of both DoD and ODNI***
- This is a first for the Defense intelligence enterprise***
- The Common DCIPS:***
 - Established by the Defense Civilian Intelligence Personnel Policy Act of 1996 (part of FY2007 National Defense Authorization Act)*
 - Management driven system; not an HR system*
 - Strengthens our ability to face the ever-changing demands placed on the intelligence community*
 - Appropriately recognizes and rewards employee’ performance and contributions versus longevity*
 - Provides tools to attract and retain high-quality employees*

DCIPS Guiding Principles *

- *Provide an HR system that supports military and civilian managers in accomplishment of their DoD and National Intelligence missions*
- *Establish the DoD Intelligence Components as “employers of choice”*
- *Provide training, education, and diverse assignments that support retention and career development*
- *Implement DCIPS in a manner that is understandable, clearly establishes employee/manager responsibilities, and provides for continuous evaluation and improvement*
- *Develop DCIPS policies and practices with appropriate consideration of NSPS and DNI IC Human Capital Strategy*

DCIPS Implementation Timeline

	2008			2009				2010	2011
	Sept	Oct	Nov	Apr	Jul	Aug	Oct	Jan	Jan
Performance Management System		DIA Navy/ USMC NGA NSA OUSD(I)		Army (Pilot)	Army	AF NRO	DSS		
Pay Bands	DIA	NGA	Navy/ USMC		OUSD(I) Army (All)	AF NRO	NSA DSS		
First Performance Payout								DIA Navy/ USMC NGA NSA OUSD(I)	Army AF NRO DSS

DCIPS and NSPS: A Comparison

	DCIPS	NSPS
Authorities	Title 10, Chapter 83, “Civilian Defense Intelligence Employees;” DoDD 1400.35, “Defense Civilian Intelligence Personnel System (DCIPS);” DoDD 5143.01, “Under Secretary of Defense for Intelligence USD(I)”	Title 5, Chapter 99, Part 9901, “Department of Defense National Security Personnel System”
Performance Management		
Rating Cycle	Fiscal Year	Same
Rating Components	Performance Objectives (WHAT)	Same
	Six Performance Elements (HOW) Standard across the Intelligence Community	Contributing Factors
Rating Scale	Assigns 1-5 for each objective and each element	Assigns 1-5 for each objective, +/- for contributing factors
Employee Rating	Established by Rater and approved by Reviewer Ratings finalized <u>prior</u> to pay pool deliberations	Established by Rater and reviewed by Reviewer Ratings finalized <u>during</u> pay pool deliberations
Occupational Structure	Component-specific job titles (with crosswalk to OPM job titles/categories) aligned to common work categories/levels – ultimately moving to DCIPS-wide	DoD wide job titles aligned to four occupationally-based career groups
Pay Structure	One common pay band structure for all occupations aligned to common work categories/levels	Four occupationally-based career groups with 15 unique pay band structures
Pay Administration		
Annual Pay Pool Process	Mandatory training for pay pool members Consideration for performance-based pay and bonuses	Same
Annual Payout	Employees rated Level 3 (Successful) and above initially guaranteed the DCIPS “floor.” Employees rated Level 2 (MS) initially guaranteed 60% of the DCIPS “floor.”	Employees rated Level 2 and above guaranteed 60% of the GPI.
Timing of Payout	Employee payout in early January	Same

DCIPS Performance Management

□ *DCIPS Performance Management*

- *Written standards for measuring employee performance*
- *Common descriptors of performance appraisal levels*
- *Validated performance standards*

□ *Performance Management Performance Review Authority (PM PRA)*

- *Statistical oversight of ratings, ensures compliance with merit principles, and resolves individual employee requests for reconsideration of ratings*

□ *Reviewing Official*

- *Accuracy/fairness of process as applied in subordinate organizations*
- *Timely completion of Individual Development Plans (IDP), Performance Plans, and final evaluations*
- *Continuous feedback; at least 1 mid-point review*
- *Rating of Record reviewed/approved before finalized*

DCIPS Performance Management (cont'd)

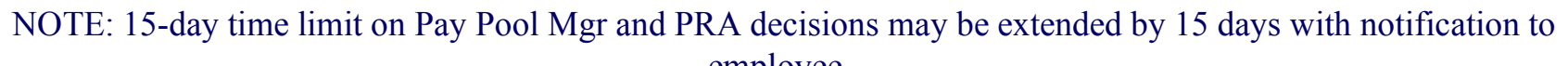
☐ *Rating Official - Accountable for:*

- *Execution of Performance Management process, consistent with Merit System Principles*

☐ *Employees – Accountable for:*

- *Completing IDP*
- *Providing input to development of performance objectives*
- *Engaging with supervisor regarding successes and challenges*
- *Providing end of cycle documentation of accomplishments*

☐ *DCIPS provides for both informal and formal reconsideration processes*



2009 DCIPS Pay Bands

Pay Band 5
\$98,156 – \$134,148

Supervision/Management – Level 4
Professional – Level 4

Pay Band 4
\$70,615 – \$114,047

Supervision/Management – Level 3
Professional – Level 3

Pay Band 3
\$49,544 – \$96,509

Supervision/Management – Level 2
Professional – Level 2
Technician/Administrative Support – Level 3

Pay Band 2
\$33,477 – \$61,628

Professional – Level 1
Technician/Administrative Support – Level 2

Pay Band 1
\$17,540 – \$45,753

Technician/Administrative Support – Level 1

Salary ranges shown do not include local market supplement.

Implementation Strategy: Responsibilities

<i>USD(I) HCMO</i>	<i>Component</i>
<i>Implementation guidance, to include tracking of implementation costs</i>	<i>Detailed implementation plan; financial tracking of all implementation expenditures</i>
<i>Overarching contract support vehicle</i>	<i>Dedicated implementation team and resources</i>
<i>Readiness Tool oversight, support</i>	<i>Readiness Tool Component status updates</i>
<i>DCPDS automation modifications</i>	<i>Component-specific automation needs</i>
<i>DoD IC-wide training and communication plan</i>	<i>Component-specific training and communication plan</i>
<i>Course development, train-trainers</i>	<i>Component trainers; workforce training</i>
<i>On-going implementation training</i>	<i>Sustainment training</i>
<i>Targeted communication products</i>	<i>Duplication; customized products (if needed)</i>
<i>Senior Leader Engagement</i>	<i>Cascading messages reinforcing commitment</i>

Communication Strategy

□ **External**

- *To ensure one voice, USD(I) has taken the lead in engaging legislative affairs and the media, as appropriate*
- *USD(I) coordinates responses with Component representatives and ODNI*
- *Messages are presented consistently and continually, in varied ways*
- *Information shared incrementally as known*
- *Transparency in all processes*

□ **Internal**

- *Goal is to build and sustain momentum*
- *Ensure periodic messages from Senior Leadership to demonstrate visible, active involvement from all levels of leadership*
- *Maximize the potential of DCIPS as a management tool that links performance to mission through cascading objectives*

Communication Tools

- ❑ ***DCIPS communication strategy includes the use of many tools to ensure consistency of messages***
 - *Informational brochures*
 - *Notebooks*
 - *Website (NIPRNET, SIPRNET, JWICS)*
 - *FAQs*
 - *Policy updates*
 - *Computer Based Training*
 - *Fact Sheets*
 - *PAA and Compensation Fundamentals Desk Reference*

- ❑ ***Government owns all; Components may use, supplement or modify***
 - *Readiness tool permits sharing and reduces duplication of effort*
 - *Lots of creative types – DCIPS Soduku, DCIPS cards*

- ❑ ***Responsive to emerging needs***
 - *Additional fact sheets*
 - *Soft skills training focus*



Preparing for Implementation: Training (Modular Course Design)

	HR	Employees	Managers/ Supervisors	Notes
DCIPS 101	✓	✓	✓	1 hour web course
DONE! DCIPS Pay Pools, Performance, and You	✓	✓	✓	1 hour web course
DONE! <i>iSuccess</i> for DCIPS	✓	✓	✓	1 hour web course
DONE! Core Elements of DCIPS	✓	✓	✓	4 hour training session
DONE! HR Elements for HR Practitioners	✓	✓	✓	2 day training session
DONE! DCIPS Compensation Fundamentals (Currently presenting this course)	✓	✓	✓	8 hour training session
DONE! Data Administrator Training (Currently presenting this course)	✓			4 hour training session for Pay Pool Advisors
DONE! Compensation Analyst Development Training	✓			Three-week curriculum for Compensation Analysts
DONE! Understanding Performance Management for Employees	✓	✓	✓	8 hour training session
DONE! Managing Performance			✓	2 day training session
DONE! Managing Performance & Building SMART Objectives	✓	✓	✓	2 day training session
DONE! SMART Objectives Workshop	✓	✓	✓	2 hour workshop
DONE! Driving Performance Through Dialogue	✓	✓	✓	4 hour training course
DONE! Pay Pools in Action	✓		(If Pay Pool Members)	2.5 days (includes simulation exercise)
DONE! Preparing Your Organization for Pay Pools	✓	✓	✓	2 or 4 hour workshop

Readiness Assessment Tool

☐ *Following NSPS lead*

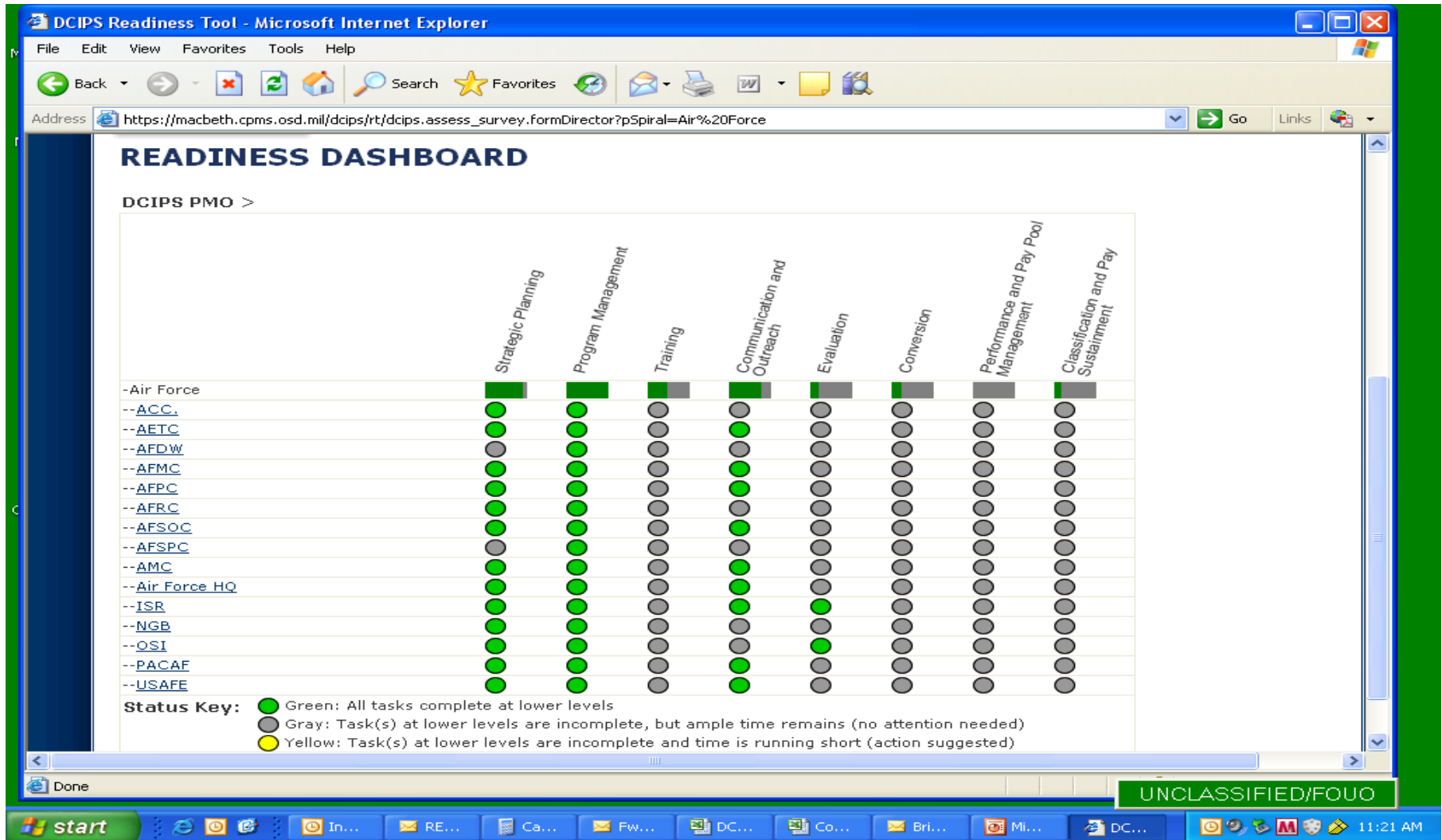
☐ *DCIPS Readiness Assessment Tool*

- *Enables USD(I) HCMO and the Components to share implementation and deployment materials, tasks and schedules*
- *Enables Components to assess their readiness to deploy DCIPS*
- *Enables USD(I) HCMO and Components to actively monitor implementation and deployment status, while providing a common rollup reporting framework*

☐ *Status:*

- *Tool is currently deployed and being utilized by all DCIPS organizations*
- *DCIPS tool uploads to ODNI tool for IC view of readiness*
- *During GAO review we provided access to GAO*

Readiness Assessment Tool: Screen Shot



Automation Update

-
- ❑ ***Automation of DCIPS Initiatives fully underway***
 - *Combat Support Agencies use Peoplesoft*
 - *Service components, OUSD(I) and DSS use DCPDS*

 - ❑ ***Work closely with CPMS to support necessary changes to DCPDS***
 - *Part-time contractor assigned in San Antonio*
 - *Navy/Marine Corps conversion to pay bands in Sep 08 went well*
 - *DCIPS enhancements to DCPDS supported Jan 09 rate range payouts for Navy/Marine Corps*

 - ❑ ***DCIPS uses a version of the PAA – “DCIPS PAA”***

 - ❑ ***DCIPS uses DCPDS to download/upload data for DCIPS Compensation Work Bench – our pay pool tool***
 - *Functionality on track to support full range of pay pool activities in Nov/Dec 09 and payout activities in Jan 10*
 - *Delivery of final Compensation Workbench Tool – Sep 09*

 - ❑ ***Delivery of DCIPS Performance Analysis Tool – Oct 09***

- ❑ ***Established DCIPS Resource Management Sub-Group (RMSG)***
 - *Includes representatives from each of the DoD Intelligence Components*
 - *Meets on a monthly basis*
- ❑ ***DCIPS cost reporting categories***
 - *Definitions in line with NSPS reporting and experience*
 - *Ensures consistent reporting across DoD Intelligence Enterprise*
 - *Approved by USD Comptroller, ODNI CFO and OUSD(I) HCMO*
 - *Data collected since 1st quarter FY08*
- ❑ ***Components identify DCIPS funding as a sub-item in CBJB***
- ❑ ***First Chief Financial Officer Summit held 19 Jun 09 to establish common approach to funding performance-based pay increases and bonuses for FY10 and future***

External Interest in DCIPS

☐ ***GAO Review requested by SASC***

- *Kicked off in December 08*
- *Final Report expected in October 09*
- *Similar to NSPS review*

☐ ***Congressional Request to Halt***

- HPSCI and HASC expressed concern in 20 Mar 09 letter over pay-for-performance systems and, in particular, DCIPS
- Similar to NSPS request
- Congressional staffs recommended to OMB on 3 Apr 09 that any further pay-for-performance measures be held in abeyance
- Department advised HPSCI and HASC on 12 Jun 09 of plan to move forward with DCIPS implementation
 - *Separate Title 10 authority*
 - *Defense Intelligence Enterprise would otherwise be fragmented*
- Legislative language

☐ ***OMB and Administration support for pay-for-performance efforts extremely encouraging***

- ❑ *DIA, Navy/Marine Corps, NGA and OUSD(I) to DCIPS performance management and DCIPS pay bands*
- ❑ *Successful conversion of NSA to DCIPS performance management*
- ❑ *Positioning of NRO, Air Force and Army for conversion to DCIPS performance management and DCIPS pay bands*
 - *Army – 7/19*
 - *Air Force/NRO – 8/16*
- ❑ *Development and delivery of core DCIPS training*
 - *Identified and responded to need*
 - *DCIPS Compensation Fundamentals and Data Admin Training*
 - *Desk Reference Guides*
- ❑ *Enterprise-focused approach to HR/compensation issues*
- ❑ *Policies written, reviewed and in final approval channels*

Challenges

- ❑ ***External threats and resulting confusion***
- ❑ ***Culture shift throughout Defense Intelligence Enterprise***
 - *Vigilance in communication and collaboration to ensure an Enterprise-focused approach to issues*
 - *Personnel Readiness is key*
- ❑ ***Engagement and Expanded Role of Supervisors***
 - *Full understanding and support of performance management philosophy*
 - *Management accountability to appropriately assess and reward employee contributions*
 - *Recognize they supervise in more than one system*
- ❑ ***New requirements, e.g., Soft Skills Training***

The Way Ahead

- ☐ ***Continue preparations for conversion of remaining components to DCIPS***
 - *Army – Jul 09*
 - *Air Force and NRO – Aug 09*
 - *DSS and NSA – Oct 09*
- ☐ ***Issue final policies; make adjustments as needed***
- ☐ ***Provide sustainment training in key areas***
- ☐ ***Continue collaboration with ODNI to ensure consistency from an intelligence community perspective***
- ☐ ***Continue dialogue with NSPS to ensure alignment and communication***

☐ Backup Slides

DCIPS Policy Status

<i>DCIPS Volume</i>	<i>Status</i>
<i>Vol. 2001 – DCIPS Introduction*</i>	<i>Approved: Signed by USD (P&R) on 29 Dec 08</i>
<i>Vol. 2002 – DISES</i>	<i>Draft; reviewing Exec Res Wk Grp comments</i>
<i>Vol. 2003 – DISL</i>	<i>Draft</i>
<i>Vol. 2004 – Workforce Shaping (AIF)</i>	<i>Preparing for pre-coordination</i>
<i>Vol. 2005 – Employment & Placement</i>	<i>Formal coordination complete; awaiting OGC SD 106; suspense 24 Apr 09</i>
<i>Vol. 2006 – DCIPS Pay Administration*</i>	<i>Formal coordination complete; awaiting OGC SD 106; suspense 24 Apr 09</i>
<i>Vol. 2007 – Occupational Structure*</i>	<i>Submitted to P&R for signature</i>
<i>Vol. 2008 – Awards</i>	<i>Preparing packet for pre-signature edit</i>
<i>Vol. 2009 – Employee Relations</i>	<i>Formal coordination complete; awaiting OGC SD 106; suspense 3 Apr 09</i>
<i>Vol. 2010 – Professional Development</i>	<i>Draft</i>
<i>Vol. 2011 – Performance Management*</i>	<i>Preparing packet for pre-signature edit</i>
<i>Vol. 2012 – Performance-Based Compensation</i>	<i>Formal coordination complete; awaiting OGC SD 106; Suspense 1 Apr 09</i>
<i>Vol. 2013 – Program Evaluation</i>	<i>Draft</i>
<i>Vol. 2014 – Special Circumstances</i>	<i>Draft</i>

STATUS KEY:

- 1. Draft** – HCMO drafting
- 2. Informal Coordination** – DCIPS portal/ WG comment
- 3. Pre-Coordination** – With DoD OGC, CPMS, then WHS
- 4. CPPC** – Review to ensure DoD coordination prior to SD 106 process
- 5. Formal Coordination** – DoD Portal/SD 106 process
- 6. Approved** – Signed by USD (P&R)
- On Hold** – Awaiting information/external action
- Pending** – Less critical to Implementation

* Indicates Interim
Final Policy signed

- DCIPS Implementation
 - Policy Status
 - Communications
 - Strategies
 - Products
 - Training
 - DCIPS Readiness Tool
 - Automation Update
 - Resources
- Personnel Data Repositories
- Hill Happenings
- Successes
- Challenges